



## Notes from the Academic Senate Chair

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Welcome to the 2008-09 academic year. I want to take this opportunity to summarize some of the challenges facing the Academic Senate and the goals I have for the coming year. As the year progresses, I anticipate that UC's fiscal situation will create unique challenges. Together, I hope that we can find equally rewarding solutions.

My overarching goal before the start of this year was to establish a culture of, and respect for, shared governance with President Yudof. Since our new president is the first hired from outside the UC system, I was concerned that our style and level of shared governance might be difficult to embrace. Although I have worked with President Yudof only a short while, I am encouraged by his academic leadership and dedication to UC's highest goals, his rapid embrace of UC's culture of shared governance, and his open communication style. President Yudof's reliance on analytic justification for decision making is congruent with the Senate's, given our long history of evidence-based policy and decision making. It has been a pleasure working with him.

The top two priorities of the Senate have been, and will continue to be, implementation of the faculty and staff salary plans approved by The Regents, and increasing graduate student support. Unfortunately, the current budget does not include the \$72.7 million required to implement year two of the faculty salary plan, although UCOP has included funding for year two in the preliminary budget for 2009-10. Be assured, however, that faculty merits will remain fully funded.

Thankfully, an additional \$10 million for graduate student support was approved by The Regents for 2008-09. Since 2006-07, an additional \$30 million has been added to graduate student support, with another \$10 million requested in the 2009-10 budget. We will continue to work with the President's office and the campuses to increase the proportion and number of graduate students on each campus.

Of course, all of us are concerned about the financial situation of the country, state, and University. I am afraid these concerns will persist for at least the short term, and will continue to present significant obstacles to some of the University's and Senate's major goals. Although the budget crisis is not going away, the Senate can help the President and The Regents arrive at thoughtful decision making with strategic planning priorities in mind. I encourage you to read President Yudof's recent white paper, "[Understanding Revenues and Expenditures in the University of California Office of the President](#)." The paper is a good primer on the way UCOP and the campuses are funded.

Increases in health and welfare benefit premiums and the restart of contributions to the UC Retirement Plan in July 2009 will further stretch our salaries and the UC budget. But we must not lose sight of the bigger picture: by restarting contributions, we will maintain the solvency of UCRP—a significant long-term benefit for all UC employees.

Another Senate priority this year will be shepherding the [Academic Assembly's Eligibility Reform Proposal](#) successfully through The Regents and a second round of briefings with State legislators. The Senate believes the proposal will increase fairness and maintain excellence in the admissions process. I greatly appreciate the time President Yudof has spent with this complex and innovative proposal over the past few months. I believe we have successfully educated many stakeholders as to the specifics of the proposal, and I am hopeful for its passage at the January Regents meeting.

The Academic Council recently charged a task force to investigate the criteria for membership in the Academic Senate. The task force also will examine whether there can be a role in shared governance or a

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## Introducing President Yudof

I appreciate this opportunity to extend my personal greetings to the faculty of the University of California system. I was drawn to California by the extraordinary academic accomplishment and impact of the UC faculty, and I am honored to be your colleague and president. In the month of November I am attending a dinner in honor of University of California



winner of the Nobel Prize over the years, and it requires a very large room to accommodate them – much larger than it would have in Texas or Minnesota, I can assure you! It is yet another indicator of the international excellence of the UC faculty.

In the 1946 film "It's A Wonderful Life," James Stewart sees a vision of what life in his town, Bedford Falls, would have been like without his presence. It's an intriguing proposition to relocate to the present day: What would California be like without the University of California? So much of the state's historical success in developing a vibrant economy, improving human health, and enhancing our quality of life flows from the work of the great UC system.

In my first months as president, I have become more convinced than ever that we must all work to improve public understanding of how all Californians benefit from the University of California, regardless of whether they have a family member attending or working at one of our campuses. This endeavor is critical, and it is one I am going to be engaged in personally, because the challenges we face as an institution today are great.

The national and international financial crisis of recent months means further stress on our revenue streams at a time when our core activities are already underfunded. Our retirement plan requires the resumption of employer and employee contributions to remain on track to meet its obligations to future retirees. And we have pressing need for investments in quality and competitiveness – including the compensation of our faculty – if we are to maintain the academic excellence and rich public contribution that have defined the UC system for so long.

Part of our path forward must involve telling the story of the UC system as actively and vocally as possible. In addition, I am pursuing a series of other efforts I believe are necessary preconditions for improved funding. One is the continued restructuring of the Office of the President in Oakland, an effort focused on ensuring that all central operations add value to the campuses and that available funding is directed to the campuses as much as possible. A second effort is improved performance management for senior leaders of the university, to ensure that we have clear and measurable operational objectives and that we make progress on those objectives.

— Mark G. Yudof, President

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possible expansion of Senate membership for some faculty who are not currently Senate members. Of particular focus for the task force will be clinical, adjunct, and cooperative extension faculty. I will keep you posted on the findings of this group.

I am committed to improving the efficiency of the Senate review process, an effort that is particularly critical this year given the number of new



Senate Vice Chair Powell and Chair Croughan

and existing schools and programs under review, including a first-ever Systemwide School of Global Health, the Division of Agriculture and Natural Resources, and a new Education Abroad Program business model.

While we work on these goals, we must continue to be responsive to inquiries from the administration. The Senate will continue to monitor the Office of the President's restructuring, which is now turning its focus from business operations to academic affairs and the offices of Academic Advancement and Student Affairs—two units core to the Senate's mission. The Senate will advocate for increasing UCOP's analytic and policy capability so the faculty have the information they need to participate effectively in shared decision making.

Senate committees and divisions recently completed their review of the President's [Draft Accountability Framework](#) - the first step in establishing an annual report that tracks UC's progress in meeting key goals. I encourage faculty to submit additional comments directly to [accountability@ucop.edu](mailto:accountability@ucop.edu). I believe that if done correctly, the Framework can serve as a baseline measure of University efficacy that can easily be conveyed to, and understood by, both the general public and the Legislature. This is a critical opportunity for the Senate to help set that baseline.

I am fortunate to be working with an incredibly capable and dedicated staff in the Senate office. As always, the Senate analysts are invaluable in assisting with our analytic work and staying on top of Senate initiatives. Our new Executive Director, Martha Winnacker, has proven invaluable in a short period of time. Her legal background and attendant analytic and research capabilities are extremely helpful in interpreting Senate, University, and Regents' policies and bylaws. Vice Chair Harry Powell is a true intellectual and a gentleman. He is taking the lead on a variety of faculty issues and is working with me on some of the President's initiatives.

If you are not already active in your campus Senate, I encourage you to consider it. My own Senate service has given me opportunities to bring about change and to network with faculty outside of my own department and campus, as well as provide intellectually stimulating discussions. UC has the most vibrant and vital system of shared governance in the world. Participating in it is a unique opportunity to broaden your vision and understanding of the University, and as a result, become more effective as a faculty member. Even for more senior faculty, the benefits of working closely with colleagues from other campuses via Senate service are inestimable. Besides, service is part of your merit and advancement reviews!

I look forward to working with you on the important issues facing the Academic Senate and the University this year, and I am excited and honored to represent you. In order to fulfill the mission of the Senate and to meet your expectations, though, I will need your help. I hope I can count on you, as you rely on me. The challenges facing us as a faculty and as a University community will demand the best of both you and me. Thank you for your support.

—Fiat Lux, Mary

## Is Your Retirement Safe? TFIR Responds

Recently, The Senate Source sat down with Robert Anderson, chair of the University Committee on Faculty Welfare's Task Force on Investment and Retirement (TFIR), to discuss the current status of the UC Retirement Plan (UCRP), through which UC faculty and staff receive a Defined Benefit (DB) pension for life following their University employment. UC and its employees have not had to contribute to UCRP for 18 years – an unprecedented contribution holiday. But increasing fund obligations and recent market declines dictate that UCRP contributions must resume soon with a still yet-to-be determined employer-employee mix if the plan is to continue to be able to meet its obligations. TFIR Chair Robert Anderson posits that, in this case, an ounce of prevention may be worth several pounds of cure.

**Q:** Why does UC need to restart contributions? How long should we expect contributions to last? What will they look like in the first year?

**A:** Each year, employees earn additional service credit that adds to UCRP's liabilities. This additional service credit needs to be funded through a combination of employer and employee contributions. It is highly unusual for a pension plan not to require contributions, and so UC is simply returning to the "normal" state in which contributions are required to cover the additional service credit earned; in all likelihood, the University will require contributions every year, going forward. The Senate is urging the University to start employer contributions next year, but to defer employee contributions until salaries have been raised to competitive levels.

[To read more, click here](#)

### UPDATES and EVENTS

- ▶ The Academic Council recently sent a memo to the President regarding a Regents' [Policy on Reemployment of UC Retired Employees](#) and a [Statement on the RFP for Outsourcing of UCRP Benefits Administration](#).
- ▶ The UC Education Abroad Program (UCEAP) is recruiting faculty for 17 short-term teaching assignments abroad. Applications are being accepted through January 15, 2009. Please see the [UCEAP website](#) for details.
- ▶ [Open Enrollment](#) continues until *midnight, Tuesday, November 25*.
- ▶ The Academic Assembly meets December 10.

Senate Task Forces are being empanelled to investigate:

- ◆ Revisions to [The Compendium](#)
- ◆ Requirements for Senate membership
- ◆ Standards for remote and online instruction
- ◆ Appropriate recognition for Japanese-American students whose internment during World War II prevented them from receiving degrees

### THE SENATE SOURCE

is published periodically during the academic year by the Systemwide Senate to inform UC faculty about the activities of the Senate. Your comments are welcome: [senateneeds@ucop.edu](mailto:senateneeds@ucop.edu)

Mary Croughan, 2008-09 Academic Senate Chair  
Michael LaBriola and Kenneth Feer, Co-editors

### Under Senate Review

Click [here](#) for a comprehensive list of current and past review items. Check the [Tracking Log](#) for the progress of all issues under review.

- ▶ [Sexual Harassment Prevention Training Proposed Sanctions](#) (Comments due Dec 11)
- ▶ Proposed [Education Abroad Program \(EAP\) Business Plan](#) (Comments due Dec 5)